INDIANA DEPARTMENT
OF
CHILD SERVICES

Quarterly Report
to
The Indiana State Budget Committee
and
The Indiana Legislative Council

Submitted by:
James W. Payne, Director
For the quarter ended
December 31, 2007

Protecting our children, families and future

Pursuant to IC 31-33-1.5, once every three months, the Department of Child Services is required to submit a report to the Budget Committee and the Legislative Council that provides data and statistical information regarding caseloads of child protection workers. This report details:

1. The department's progress in recruiting, training and retaining caseworkers
2. The methodology used to compute caseloads for each child protection worker
3. The statewide average caseloads for child protection caseworkers and whether they exceed the standards established by the department
4. A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards
5. Recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services

1. Recruitment, Training and Retention of Family Case Managers

In order to reach the goal of adding 400 new family case managers (FCMs) and 75 new supervisors in SFY 2008, DCS continues to look at personnel and training needs along with capacity. DCS currently has an embedded Human Resources Manager, plus four other staff positions in State Personnel to support the agency. With these resources, the recruitment and hiring process is operating smoothly.

A timeline was established to outline the steps beginning with identifying counties in need of staff and ending with the FCMs first day of work. The process takes a minimum of eleven weeks and requires interviewing a minimum of seven applicants for each position available. Recruiting and interviewing is done locally; the process is managed by Central Office and is detailed in Exhibit 1. Whenever possible, more lead time is added to allow for more flexibility.

DCS determines the optimum hiring schedule on a rolling basis—at least eleven weeks before the start date. The first class began July 5, 2005 and a new class was added nearly every two weeks for a total of 21 classes during SFY 2006, 20 classes during SFY 2007 and 14 during the first half of SFY 2008. In each new bi-weekly class, slots were created for both new hires and vacancy fills, depending on need. Groups ranged in size from 15 to 30. The location of the training cohort was regionally based and corresponded with where the trainees would eventually be stationed.

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The training course itself was revised based upon the feedback of graduates. For the first eleven months of fiscal year 2006, training took place over a twelve week period. Four of the twelve weeks took place in Indianapolis and the other eight were set in one of the regional training centers. In May 2006, the course was reduced to nine weeks of work in a classroom with transfer of learning days occurring in the county offices. The following three weeks consist of on-the-job training.

Based on Practice Reform Skills adopted throughout the agency in 2007, new worker training was revised again to incorporate some of those skills in this initial training experience. Also in 2007, a Field Mentor Program was implemented which matches a trainee with an experienced, trained, Family Case Manager in their County to work one-on-one with them during their transfer of learning days. In collaboration with the Dr. Anita Barbee from the University of Kentucky, comprehensive Skill Assessment Scales were also developed to assist the Field Mentor with providing feedback to the trainee based on established, research-based competencies. This feedback provided a framework for developing additional training assistance if needed, and reinforced clinically-proven best practice in the field.

Since July 1, 2005, the Department of Child Services (DCS) has increased the total number of FCM positions by 569, from 842 to 1,411. The number of filled FCM positions increased from 708 as of July 1, 2005 to 1,313 on December 31, 2007, representing an increase of 605 people. The chart below summarizes the increases.

Data as of:	7/01/2005	6/30/2006	12/31/2007	Gain/ (Loss)
# of FCM 2 & 3 positions	842	1,017	1,411	569
# of filled FCM positions	708	1,012	1,313	605
# of FCM vacancies	134	5	98	(36)

During SFY 2006, SFY 2007 and the first half of SFY 2008, 1,090 Family Case Mangers were hired. Five hundred and thirty eight of the 1,090 are new positions that have been allocated since July 1, 2005. The remaining 552 FCMs were hired to fill vacancies due to terminations, resignations, promotions, retirements and transfers to different agencies. Overall, 435 FCMs have left state employment vis-à-vis termination, resignation or retirement during this time period. Of these, 223 were employed for two and a half years or less. The chart below indicates the time frame in which these 223 left state employment.

Time Frame	Number	Percent
First 3 months	44	20%
4 – 6 months	43	19%
7 – 9 months	42	19%
10 – 12 months	41	18%
13 – 15 months	13	6%
16 – 18 months	15	7%
19 – 21 months	13	6%
22 – 24 months	7	3%
25 – 27 months	5	2%
28 – 30 months	0	0%

DCS has developed a voluntary exit interview survey for all employees who leave the Department. We have gathered 178 responses since mid-April of SFY 2007; the majority of which are from Family Case Managers. Eighty of the 178 employees that responded are leaving for a better job opportunity. Of those, 29 left for a better rate of pay, followed by 24 who left due to supervisory issues, and another 21 who left for a different type of work. The data and commentary show that while employees generally felt that they were aware of the agency's direction and vision, their consensus was that they were not recognized when they did a good job. They also expressed a concern that their supervisors were not open to suggestions and were not able to provide them with constructive feedback. Most of these concerns should be addressed with the implementation of Practice Reform which will assist in providing the skills to improve communication, feedback, and teamwork at all levels.

2. Caseload data

On a monthly basis, DCS gathers information to determine which counties are in the greatest need of staff. The information is gathered from Indiana's automated child welfare reporting system (ICWIS) and the Human Resource Department. ICWIS provides information on the number of new investigations opened each month and the number of children served by the county. County directors confirm staffing levels, including total staff, staff in training, and staff unavailable for any reason. This information is loaded into a spreadsheet. DCS is converting to the use of PeopleSoft-generated numbers rather than self-reported numbers, as inconsistencies have been found in the self-reported numbers.

The 12/17 standard represents that of the Child Welfare League of America and is the requirement established by legislation that DCS must meet by July 1, 2008, which is 12 new investigations per month or 17 on-going children.

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Exhibit 2 shows the number of FCMs needed to reach 12 investigations OR 17 on-going children. Please note that these numbers are cyclical and vary from month to month.

The issue of caseload data must include the current national discussion regarding caseload definitions. As currently set out in statute, DCS must comply with standards that include 12 new investigations per month or 17 ongoing children being supervised by a case manager at any one time. Those definitions are clear in large to medium counties where the caseloads allow those divisions to be clearly defined. In smaller counties, however, the issue of mixed caseloads is more difficult to determine, in large part because ongoing caseloads of 17 are fairly static while new investigation caseloads are fluid, changing day to day, week to week. We will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

Additionally, there is tremendous national dialogue on the issue of defining caseload versus workload. The distinction is related to the number of cases a casework manager will have versus the work necessary to adequately and appropriately provide that work – leading to safety, permanency, and well-being for children and families. This becomes particularly more difficult as we add to or significantly change the workload requirements for case managers either by statute or by policy. One example of this is the recent requirement for more extensive criminal background checks, specifically referring to the time and complexity involved for a case manager to obtain those background checks.

Finally, the issue of caseload reduction will be impacted greatly as DCS implements its philosophy of practice in safety for children remaining at home, implementing a practice of engaging families through team participation, and more accurate assessment of initial care and ongoing treatment. Over time, it is anticipated that these matters will be effective in reducing the degree and intensity of involvement and various stages through the process.

3. <u>Percentage of caseloads in compliance with standards.</u>

Analysis of Exhibit 2 indicates that, as of December, 2007, 20.6% or 19 counties meet the 12/17 standard.

It should be noted that these numbers are based on peak caseloads. It is possible that any individual FCM will be carrying a caseload in excess of benchmark. However, as additional FCMs are hired and trained, and existing FCMs are retained on the job, peak

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should better reflect actuals. Moreover, as additional FCMs are hired, based on allowances set in the biennium budget, caseloads should decline and approach acceptable levels.

4. <u>Plans to reduce caseloads</u>

DCS will continue with the plan to hire 400 more case managers for SFY 2008 as funded by the General Assembly in addition to 75 supervisors. Monthly, the caseload averages will be calculated and analyzed.

5. <u>Effective and Efficient Delivery of Child Protection Services</u>

Beginning December 2005, DCS embarked upon a comprehensive Practice Reform initiative. It is a grass roots initiative that will teach Family Case Managers how to engage and team with families in ways the department has never done -- ensuring the underlying needs of the family to be identified and addressed. We believe this approach will have significant long-term impact on positive outcomes for children and families, leading to shorter lengths of stay, faster reunification or permanence and will ultimately reduce case loads.

Although many positive steps occurred to facilitate the effective and professional delivery of child protection services, many challenges remain. They include:

- Continuing to hire new FCMs to reach legislated caseloads
- Ensuring proper support of FCMs through sufficient supervision
- Maintaining sufficient support staff for supervisors and FCMs in local offices
- Retaining sufficient legal staff to support legal needs of local offices
- Preserving sufficient administrative staff to support county operations
- Increasing Central Office staff to sufficiently support financial, policy, training, programs, and quality assurance

As mentioned previously, DCS will continue to hire FCMs and supervisors throughout SFY 2008 as provided for in the budget. All required legal staff should be in place by the end of SFY 2008. Local contract attorney positions have been and continue to be converted into state staff attorneys. Under this arrangement, legal counsel for the department is more comprehensive and congruent as FCMs and lawyers work together in the same office to prepare cases.

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Much research has gone into the analysis of Central Office functions and the needs for adequately supporting the work in the field. Organizational structures and ratios in other states were reviewed by the Annie E. Casey Foundation's Strategic Consulting Group. Based on their input and DCS executives' assessments, a proposal for additional staff was submitted to and approved by the State Budget Agency for SFY 2007. An analysis of the need for additional staff in the next biennium showed they are critical in supporting the work of the 1,313 FCMs who are direct service providers.

Cohort Hiring Status Report
SFY 06

Cohort #	Identify County	Training Location chosen	Post	Recruit	Applications evaluated and routed	Interview Complete	Position Offered	Position Accepted	Copy of offer/ information letter/release for background check to Central Office	Background Check Begun	Packet Sent	Hotel Confirmation	Start Date	Graduation Date
Responsibility	Stephanie Beasley	Stephanie Beasley	Yonda Snyder, SPD	HR, Regional Managers, County Directors	Yonda Snyder, SPD	Regional Managers, County Directors	Regional Managers, County Directors	Applicant	Regional Managers, County Directors	Yonda Snyder, SPD	Regional Managers, County Directors	Peggy Farrar	Employee	Employee
Time Frame	Day One	Day One	Day One	Day 14	Day 21	**Day 28**	**Day 35**	**Day 42**	**Day 44**	Day 45	**Day 46**	Day 49	Day 56	Day 140
1	11-May	Marion County	11-May	24-May	31-May	**7-Jun**	**14-Jun**	**21-Jun**	**23-Jun**	24-Jun	**25-Jun**	28-Jun	5-Jul	27-Sep
2	24-May	Marion County	24-May	6-Jun	13-Jun	**20-Jun**	**27-Jun**	**4-Jul**	**6-Jul**	7-Jul	**8-Jul**	11-Jul	18-Jul	10-Oct
3	7-Jun	Marion County	7-Jun	20-Jun	27-Jun	**4-Jul**	**11-Jul**	**18-Jul**	**20-Jul**	21-Jul	**22-Jul**	25-Jul	1-Aug	24-Oct
4	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*
5	13-Jul	Marion County	13-Jul	26-Jul	2-Aug	**9-Aug**	**16-Aug**	**23-Aug**	**25-Aug**	26-Aug	**27-Aug**	30-Aug	6-Sep	29-Nov
6	23-Jul	Fort Wayne	23-Jul	5-Aug	12-Aug	**19-Aug**	**26-Aug**	**2-Sep**	**4-Sep**	5-Sep	**6-Sep**	9-Sep	16-Sep	9-Dec
7	9-Aug	Scottsburg	9-Aug	22-Aug	29-Aug	**5-Sep**	**12-Sep**	**19-Sep**	**21-Sep**	22-Sep	**23-Sep**	26-Sep	3-Oct	26-Dec
8	23-Aug	Vincennes	23-Aug	5-Sep	12-Sep	**19-Sep**	**26-Sep**	**3-Oct**	**5-Oct**	6-Oct	**7-Oct**	10-Oct	17-Oct	9-Jan
9	20-Sep	Indianapolis	20-Sep	3-Oct	10-Oct	**17-Oct**	**24-Oct**	**31-Oct**	**2-Nov**	3-Nov	**4-Nov**	7-Nov	14-Nov	6-Feb
10	4-Oct	Michigan City	4-Oct	17-Oct	24-Oct	**31-Oct**	**7-Nov**	**14-Nov**	**16-Nov**	17-Nov	**18-Nov**	21-Nov	28-Nov	20-Feb
11	18-Oct	Indianapolis	18-Oct	31-Oct	7-Nov	**14-Nov**	**21-Nov**	**28-Nov**	**30-Nov**	1-Dec	**2-Dec**	5-Dec	12-Dec	6-Mar
12	15-Nov	Scottsburg	15-Nov	28-Nov	5-Dec	**12-Dec**	**19-Dec**	**26-Dec**	**28-Dec**	29-Dec	**30-Dec**	2-Jan	9-Jan	3-Apr
13	29-Nov	Indianapolis	29-Nov	12-Dec	19-Dec	**26-Dec**	**2-Jan**	**9-Jan**	**11-Jan**	12-Jan	**13-Jan**	16-Jan	23-Jan	17-Apr
14	13-Dec	Indianapolis	13-Dec	26-Dec	2-Jan	**9-Jan**	**16-Jan**	**23-Jan**	**25-Jan**	26-Jan	**27-Jan**	30-Jan	6-Feb	1-May
15	27-Dec	Indianapolis	27-Dec	9-Jan	16-Jan	**23-Jan**	**30-Jan**	**6-Feb**	**8-Feb**	9-Feb	**10-Feb**	13-Feb	20-Feb	15-May
16	10-Jan	Michigan City	10-Jan	23-Jan	30-Jan	**6-Feb**	**13-Feb**	**20-Feb**	**22-Feb**	23-Feb	**24-Feb**	27-Feb	6-Mar	29-May
17	24-Jan	Marion	24-Jan	6-Feb	13-Feb	**20-Feb**	**27-Feb**	**6-Mar**	**8-Mar**	9-Mar	**10-Mar**	13-Mar	20-Mar	12-Jun
18	7-Feb	Marion County	7-Feb	20-Feb	27-Feb	**6-Mar**	**13-Mar**	**20-Mar**	**22-Mar**	23-Mar	**24-Mar**	27-Mar	3-Apr	26-Jun
19	21-Jan	Scottsburg	21-Jan	3-Feb	10-Feb	**17-Feb**	**24-Feb**	**3-Mar**	**5-Mar**	6-Mar	**7-Mar**	10-Mar	17-Mar	9-Jun
20	7-Mar	Fort Wayne	7-Mar	20-Mar	27-Mar	**3-Apr**	**10-Apr**	**17-Apr**	**19-Apr**	20-Apr	**21-Apr**	24-Apr	1-May	24-Jul
21	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*	*VOID*
22	11-Apr	Vincennes	11-Apr	24-Apr	1-May	**8-May**	**15-May**	**22-May**	**24-May**	25-May	**26-May**	29-May	5-Jun	28-Aug
23	25-Apr	Marion County	25-Apr	8-May	15-May	**22-May**	**29-May**	**5-Jun**	**7-Jun**	8-Jun	**9-Jun**	12-Jun	19-Jun	11-Sep

Cohort Hiring Timeline
SFY 07

Exhibit 1

Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	Interview Complete*	Position Offered*	Position Accepted	Send Signed Applicant Release form to HR	Offer Letter Sent	Hotel Confirmation Complete	Start Date	Graduation Date
Responsibility	Stephanie Beasley	Stephanie Beasley	HR/SPD	HR/ SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**	**Regional Managers, County Directors**	**Applicant**	**Regional Managers, County Directors**	HR/SPD	*Peggy Farrar*	Employee	Employee
Time Frame	Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**	**Day 56**	**Day 63**	**Day 65**	Day 67	*Day 70*	Day 77	Day 161
24	16-May-06	Fort Wayne	N/A	16-May	29-May	5-Jun	**12-Jun**	**19-Jun**	**26-Jun**	**28-Jun**	30-Jun	*3-Jul*	10-Jul	2-Oct
25	30-May-06	Michigan City	N/A	30-May	12-Jun	19-Jun	**26-Jun**	**3-Jul**	**10-Jul**	**12-Jul**	14-Jul	*17-Jul*	24-Jul	16-Oct
26	13-Jun-06	Muncie	N/A	13-Jun	26-Jun	3-Jul	**10-Jul**	**17-Jul**	**24-Jul**	**26-Jul**	28-Jul	*31-Jul*	7-Aug	30-Oct
27	27-Jun-06	Scottsburg	N/A	27-Jun	10-Jul	17-Jul	**24-Jul**	**31-Jul**	**7-Aug**	**9-Aug**	11-Aug	*14-Aug*	21-Aug	13-Nov
28	12-Jul-06	Michigan City	N/A	12-Jul	25-Jul	1-Aug	**8-Aug**	**15-Aug**	**22-Aug**	**24-Aug**	26-Aug	*29-Aug*	5-Sep	28-Nov
29	25-Jul-06	Marion County	N/A	25-Jul	7-Aug	14-Aug	**21-Aug**	**28-Aug**	**4-Sep**	**6-Sep**	8-Sep	*11-Sep*	18-Sep	11-Dec
30	8-Aug-06	Indianapolis	N/A	8-Aug	21-Aug	28-Aug	**4-Sep**	**11-Sep**	**18-Sep**	**20-Sep**	22-Sep	*25-Sep*	2-Oct	25-Dec
31	22-Aug-06	Vincennes	N/A	22-Aug	4-Sep	11-Sep	**18-Sep**	**25-Sep**	**2-Oct**	**4-Oct**	6-Oct	*9-Oct*	16-Oct	8-Jan
32	5-Sep-06	Fort Wayne	N/A	5-Sep	18-Sep	25-Sep	**2-Oct**	**9-Oct**	**16-Oct**	**18-Oct**	20-Oct	*23-Oct*	30-Oct	22-Jan
33	19-Sep-06	Muncie	N/A	19-Sep	2-Oct	9-Oct	**16-Oct**	**23-Oct**	**30-Oct**	**1-Nov**	3-Nov	*6-Nov*	13-Nov	5-Feb
34	3-Oct-06	Vincennes	N/A	3-Oct	16-Oct	23-Oct	**30-Oct**	**6-Nov**	**13-Nov**	**15-Nov**	17-Nov	*20-Nov*	27-Nov	19-Feb
35	17-Oct-06	Michigan City	N/A	17-Oct	30-Oct	6-Nov	**13-Nov**	**20-Nov**	**27-Nov**	**29-Nov**	1-Dec	*4-Dec*	11-Dec	5-Mar
36	28-Nov-06	Marion County	N/A	28-Nov	11-Dec	18-Dec	**25-Dec**	**1-Jan**	**8-Jan**	**10-Jan**	12-Jan	*15-Jan*	22-Jan	16-Apr
37	12-Dec-06	Fort Wayne	N/A	12-Dec	25-Dec	1-Jan	**8-Jan**	**15-Jan**	**22-Jan**	**24-Jan**	26-Jan	*29-Jan*	5-Feb	30-Apr
38	26-Dec-06	Marion County	N/A	26-Dec	8-Jan	15-Jan	**22-Jan**	**29-Jan**	**5-Feb**	**7-Feb**	9-Feb	*12-Feb*	19-Feb	14-May
39	23-Jan-07	*Skipped*	N/A	23-Jan	5-Feb	12-Feb	**19-Feb**	**26-Feb**	**5-Mar**	**7-Mar**	9-Mar	*12-Mar*	19-Mar	11-Jun
40	6-Feb-07	Marion County	N/A	6-Feb	19-Feb	26-Feb	**5-Mar**	**12-Mar**	**19-Mar**	**21-Mar**	23-Mar	*26-Mar*	2-Apr	25-Jun
41	20-Feb-07	Scottsburg	N/A	20-Feb	5-Mar	12-Mar	**19-Mar**	**26-Mar**	**2-Apr**	**4-Apr**	6-Apr	*9-Apr*	16-Apr	9-Jul
42	20-Mar-07	*Skipped*	N/A	20-Mar	2-Apr	9-Apr	**16-Apr**	**23-Apr**	**30-Apr**	**2-May**	4-May	*7-May*	14-May	6-Aug
43	17-Apr-07	Marion County	N/A	17-Apr	30-Apr	7-May	**14-May**	**21-May**	**28-May**	**30-May**	1-Jun	*4-Jun*	11-Jun	3-Sep

Exhibit 1

Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	Interview Complete*
Responsibility	Stephanie Beasley	Stephanie Beasley	HR/SPD	HR/ SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**
Time Frame	Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**
44	15-May-07	Indianapolis	24-Apr-07	15-May	28-May	4-Jun	**11-Jun**
45	29-May-07	Michigan Cit	8-May-07	29-May	11-Jun	18-Jun	**25-Jun**
46	12-Jun-07	Indianapolis	22-May-07	12-Jun	25-Jun	2-Jul	**9-Jul**
47	26-Jun-07	Fort Wayne	5-Jun-07	26-Jun	9-Jul	16-Jul	**23-Jul**
48	11-Jul-07	Michigan Cit	20-Jun-07	11-Jul	24-Jul	31-Jul	**7-Aug**
49	24-Jul-07	Indianapolis	3-Jul-07	24-Jul	6-Aug	13-Aug	**20-Aug**
50	7-Aug-07	Vincennes	17-Jul-07	7-Aug	20-Aug	27-Aug	**3-Sep**
51	21-Aug-07	Indianapolis	31-Jul-07	21-Aug	3-Sep	10-Sep	**17-Sep**
52	4-Sep-07	Scottsburg	14-Aug-07	4-Sep	17-Sep	24-Sep	**1-Oct**
53	19-Sep-07	Scottsburg	29-Aug-07	19-Sep	2-Oct	9-Oct	**16-Oct**
54	25-Sep-07	Indianapolis	4-Sep-07	25-Sep	8-Oct	15-Oct	**22-Oct**
55	2-Oct-07	Muncie	11-Sep-07	2-Oct	15-Oct	22-Oct	**29-Oct**
56	9-Oct-07	Fort Wayne	18-Sep-07	9-Oct	22-Oct	29-Oct	**5-Nov**
57	16-Oct-07	Indianapolis	25-Sep-07	16-Oct	29-Oct	5-Nov	**12-Nov**
58	13-Nov-07	Michigan Cit	23-Oct-07	13-Nov	26-Nov	3-Dec	**10-Dec**
59	20-Nov-07	Muncie	30-Oct-07	20-Nov	3-Dec	10-Dec	**17-Dec**
60	27-Nov-07	Vincennes	6-Nov-07	27-Nov	10-Dec	17-Dec	**24-Dec**
61	4-Dec-07	Indianapolis	13-Nov-07	4-Dec	17-Dec	24-Dec	**31-Dec**
62	11-Dec-07	Michigan Cit	20-Nov-07	11-Dec	24-Dec	31-Dec	**7-Jan**
63	18-Dec-07	Scottsburg	27-Nov-07	18-Dec	31-Dec	7-Jan	**14-Jan**
64	25-Dec-07	Indianapolis	4-Dec-07	25-Dec	7-Jan	14-Jan	**21-Jan**
65	1-Jan-08	Michigan Cit	11-Dec-07	1-Jan	14-Jan	21-Jan	**28-Jan**
66	8-Jan-08	Fort Wayne	18-Dec-07	8-Jan	21-Jan	28-Jan	**4-Feb**
67	15-Jan-08	Vincennes	25-Dec-07	15-Jan	28-Jan	4-Feb	**11-Feb**
68	22-Jan-08	Michigan Cit	1-Jan-08	22-Jan	4-Feb	11-Feb	**18-Feb**
69	29-Jan-08	Fort Wayne	8-Jan-08	29-Jan	11-Feb	18-Feb	**25-Feb**
70	5-Feb-08	Indianapolis	15-Jan-08	5-Feb	18-Feb	25-Feb	**3-Mar**
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Position Offered*	Position Accepted	Send Signed Applicant Release form to HR	Offer Letter Sent	Hotel Confirmation Complete	Start Date	Graduation Date
Regional Managers, County Directors	Applicant	Regional Managers, County Directors	HR/SPD	Peggy Farrar	Employee	Employee
Day 56	Day 63	Day 65	Day 67	Day 70	Day 77	Day 161
18-Jun	25-Jun	27-Jun	29-Jun	2-Jul	9-Jul	1-Oct
2-Jul	9-Jul	11-Jul	13-Jul	16-Jul	23-Jul	15-Oct
16-Jul	23-Jul	25-Jul	27-Jul	30-Jul	6-Aug	29-Oct
30-Jul	6-Aug	8-Aug	10-Aug	13-Aug	20-Aug	12-Nov
14-Aug	21-Aug	23-Aug	25-Aug	28-Aug	4-Sep	27-Nov
27-Aug	3-Sep	5-Sep	7-Sep	10-Sep	17-Sep	10-Dec
10-Sep	17-Sep	19-Sep	21-Sep	24-Sep	1-Oct	24-Dec
24-Sep	1-Oct	3-Oct	5-Oct	8-Oct	15-Oct	7-Jan
8-Oct	15-Oct	17-Oct	19-Oct	22-Oct	29-Oct	21-Jan
23-Oct	30-Oct	1-Nov	3-Nov	6-Nov	13-Nov	5-Feb
29-Oct	5-Nov	7-Nov	9-Nov	12-Nov	19-Nov	11-Feb
5-Nov	12-Nov	14-Nov	16-Nov	19-Nov	26-Nov	18-Feb
12-Nov	19-Nov	21-Nov	23-Nov	26-Nov	3-Dec	25-Feb
19-Nov	26-Nov	28-Nov	30-Nov	3-Dec	10-Dec	3-Mar
17-Dec	24-Dec	26-Dec	28-Dec	31-Dec	7-Jan	31-Mar
24-Dec	31-Dec	2-Jan	4-Jan	7-Jan	14-Jan	7-Apr
31-Dec	7-Jan	9-Jan	11-Jan	14-Jan	21-Jan	14-Apr
7-Jan	14-Jan	16-Jan	18-Jan	21-Jan	28-Jan	21-Apr
14-Jan	21-Jan	23-Jan	25-Jan	28-Jan	4-Feb	28-Apr
21-Jan	28-Jan	30-Jan	1-Feb	4-Feb	11-Feb	5-May
28-Jan	4-Feb	6-Feb	8-Feb	11-Feb	18-Feb	12-May
4-Feb	11-Feb	13-Feb	15-Feb	18-Feb	25-Feb	19-May
11-Feb	18-Feb	20-Feb	22-Feb	25-Feb	3-Mar	26-May
18-Feb	25-Feb	27-Feb	29-Feb	3-Mar	10-Mar	2-Jun
25-Feb	3-Mar	5-Mar	7-Mar	10-Mar	17-Mar	9-Jun
3-Mar	10-Mar	12-Mar	14-Mar	17-Mar	24-Mar	16-Jun
10-Mar	17-Mar	19-Mar	21-Mar	24-Mar	31-Mar	23-Jun
#######	#######	#######	#######	#######		24-Mar

Exhibit 2

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
4	Adams	5	4	1	81%	3	1	2	61%
4	Allen	105	87	18	83%	79	8	26	75%
14	Bartholomew	20	18	2	89%	16	2	4	79%
5	Benton	3	3	0	89%	3	0	0	89%
7	Blackford	3	3	0	92%	3	0	0	92%
9	Boone	8	6	2	73%	6	0	2	73%
13	Brown	3	2	1	74%	2	0	1	74%
5	Carroll	2	2	0	102%	2	0	0	102%
6	Cass	6	5	1	79%	5	0	1	79%
18	Clark	29	28	1	98%	26	2	3	91%
8	Clay	4	3	1	82%	3	0	1	82%
5	Clinton	8	7	1	93%	6	1	2	80%
17	Crawford	6	7	-1	116%	7	0	-1	116%
17	Daviess	6	5	1	81%	4	1	2	65%
15	Dearborn	11	10	1	88%	8	2	3	70%
15	Decatur	11	8	3	74%	7	1	4	65%
4	DeKalb	13	10	3	80%	8	2	5	64%
7	Delaware	38	39	-1	102%	39	0	-1	102%
17	Dubois	5	5	0	109%	5	0	0	109%
3	Elkhart	43	34	9	79%	31	3	12	72%
12	Fayette	9	9	0	101%	8	1	1	90%
18	Floyd	13	11	2	84%	11	0	2	84%
5	Fountain	6	4	2	70%	4	0	2	70%
12	Franklin	7	5	2	74%	5	0	2	74%
6	Fulton	4	4	0	94%	4	0	0	94%
16	Gibson	11	8	3	73%	7	1	4	64%
7	Grant	17	17	0	97%	17	0	0	97%
13	Greene	11	12	-1	109%	12	0	-1	109%
11	Hamilton	18	13	5	72%	13	0	5	72%
11	Hancock	8	7	1	84%	6	1	2	72%
18	Harrison	11	10	1	92%	10	0	1	92%
9	Hendricks	10	10	0	96%	9	1	1	86%

Staffing Report Data as of 3/31/07

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16	Knox	17	10	7	61%	9	1	8	55%
3	Kosciusko	9	9	0	100%	9	0	0	100%
4	LaGrange	10	7	3	69%	7	0	3	69%
1	Lake	163	150	13	92%	133	17	30	82%
2	LaPorte	21	16	5	76%	16	0	5	76%
13	Lawrence	10	10	0	105%	10	0	0	105%
11	Madison	33	32	1	97%	30	2	3	91%
10	Marion	268	258	10	96%	230	28	38	86%
3	Marshall	11	9	2	84%	8	1	3	75%
17	Martin	2	2	0	97%	2	0	0	97%
6	Miami	9	8	1	85%	8	0	1	85%
13	Monroe	20	20	0	99%	19	1	1	94%
9	Montgomery	15	16	-1	104%	16	0	-1	104%
9	Morgan	12	11	1	93%	8	3	4	68%
2	Newton	5	3	2	67%	3	0	2	67%
4	Noble	10	7	3	68%	7	0	3	68%
15	Ohio	1	2	-1	136%	2	0	-1	136%
17	Orange	5	4	1	81%	4	0	1	81%
13	Owen	6	6	0	93%	6	0	0	93%
8	Parke	2	2	0	80%	2	0	0	80%
17	Perry	7	6	1	85%	6	0	1	85%
16	Pike	6	5	1	87%	5	0	1	87%
2	Porter	26	24	2	93%	22	2	4	85%
16	Posey	5	4	1	83%	4	0	1	83%
2	Pulaski	4	3	1	75%	3	0	1	75%
9	Putnam	9	10	-1	111%	9	1	0	100%
7	Randolph	5	6	-1	115%	6	0	-1	115%
15	Ripley	11	9	2	84%	9	0	2	84%
12	Rush	7	7	0	100%	7	0	0	100%
3	Saint Joe	66	52	14	79%	52	0	14	79%
18	Scott	14	14	0	99%	14	0	0	99%
14	Shelby	11	11	0	105%	9	2	2	86%
17	Spencer	3	4	-1	137%	4	0	-1	137%
2	Starke	8	5	3	66%	5	0	3	66%
4	Steuben	14	12	2	86%	11	1	3	79%
8	Sullivan	4	3	1	68%	3	0	1	68%
15	Switzerland	4	5	-1	118%	5	0	-1	118%

Staffing Report Data as of 3/31/07

Projected FCM Staffing Needs

18	Washington	7	7	0	107%	7	0	0	107%
12	Wayne	23	17	6	75%	15	2	8	66%
4	Wells	6	7	-1	123%	6	1	0	106%
5	White	6	4	2	65%	4	0	2	65%
4	Whitley	4	4	0	112%	3	1	1	84%
State Wide Total		1580	1411	169	89%	1313	98	267	83%